

**ADMINISTRATIVE CAPACITY, INFRASTRUCTURE DEVELOPMENT AND  
MAINTENANCE (ADMIN) WORKING GROUP (WG)**

**Perot Systems Scituate, MA**

**9:00am to 4:30pm**

**5 May 2004**

**MEETING SUMMARY**

**ACTION: Upcoming Meetings**

Next meeting is schedule for September 14, 2004, location TBD.

**ACTION: Modifications to 4 March Meeting Minutes**

Jennifer Ghiloni is to make the following modifications to the ADMIN WG 4 March Meeting Summary:

- Page 1: **ACTION: Friends Group Articles and By-Laws** – Modify “*Island Alliance*” to “*Mass Bays Program*”
- Page 4: **Boston Harbor Alliance** – Modify first sentence from “*Kathy Abbott of the Boston Harbor Island Alliance...*” to read “*Kathy Abbott the Commissioner of the Department of Conservation and Recreations and former Director of the Boston Harbor Island Alliance...*”

**ACTION: Friends Group Action Plan**

Nathalie Ward will wordsmith the draft Friends Group Action Plan and submit it to the WG for review prior to the next WG meeting.

**ACTION: Volunteer Action Plan**

Ward will develop draft Volunteer Action Plan and submit it to the WG for review prior to the next WG meeting.

**ACTION: National Science Foundation Grant Recommendation**

Ward will develop a straw-man recommendation for the pursuit of National Science Foundation Grant opportunities and submit it to the WG for review prior to the next WG meeting.

**ACTION: Emerging Issues**

Ward will develop a draft list of potential “emerging issues” that could pertain to the ADMIN WG efforts. The draft will be submitted to WG members for review prior to the next WG meeting.

**ADMIN WORKING GROUP MEMBERS: (March 4, 2004)**

<b>Name</b>	<b>WG Seat / Affiliation</b>	<b>Attendance</b>
Dick Wheeler	WG Chair – SAC	Present
Nathalie Ward	WG Team Lead – SBNMS	Present
Susan Dowds	Museums & Aquariums – New England Aquarium	Present
Lisa Reed	Museums & Aquariums – Mystic Seaport	Not Present
David Bergeron	Business Associations – MA Fisherman’s Partnership	Not Present
Greg Ketchen	Business Associations – Gloucester Community Development Corp	Present
Dan Morast	Conservation – IWC	Not Present
Maggie Geist	Conservation – APPCC	Present
David Clapp	Conservation – Mass Audubon	Not Present

Stephanie Murphy	Education & Research – WHOI	Present
John Bullard	Education & Research – Sea Education Association	Not Present
Robin Peach	Government – Mass Environmental Trust	Present
Steven Tucker	Government – Cap Cod Commission	Present
<b>Technical Advisors</b>		
Lori Aguelles	NMSF Technical Advisor	Not Present
Mary Enstrom	NMSP Technical Advisor	Not Present
Paula Jewell	Mass Bay National Estuary Resource Program Technical Advisor	Not Present
Kathie Abbott	Island Alliance Technical Advisor	Not Present
<b>Others Present</b>		
Craig McDonald	SBNMS	
Jennifer Ghiloni	PSGS	

## **WELCOME, INTRODUCTIONS, AND ADOPTION OF AGENDA**

Nathalie Ward welcomed WG members. Ward requested approval of the 5 May Agenda and the 4 March Meeting Summary; motion was made to accept both items with minor revisions. Ward then presented WG members with their charge for the day — to develop a vision of how a “Friends Group” would come together to support Stellwagen Bank National Marine Sanctuary (SBNMS) as well as the layout for a SBNMS Volunteer Group.

## **OLD BUSINESS AND ACTION ITEMS**

It was decided by the WG that Action Items would be discussed at the end of the meeting if time allowed.

## **NEW BUSINESS**

Ward opened the floor to the WG and asked them if anyone wished to voice any comments or concerns. The following is a brief summary of the comments and/or concerns voiced.

### ***Comment 1: Supplemental Grants for Outreach from the National Marine Sanctuaries Foundation (NMSF)***

A WG member indicated that there is an excellent pool of NMSF funding resourced in the form of supplemental grants. The member felt it important to gain a good understanding of what is being recommended by each of the WGs in their Action Plans in order to understand what types of outreach is needed. Understanding these needs can help serve as an arm for these grant opportunities.

## **ACTION PLAN DEVELOPMENT**

### **Friends Group Action Plan**

It was agreed that the development of the Friends Group Action Plan should be both SBNMS’ and the WG’s first priority. Developing a vision and outline for this Friends Group will serve as the foundation for the development of the proposed Volunteer Program in terms of both funding and staff structure.

The following is a brief summary of the issues and comments discussed during the development of the Friends Group Action Plan. A draft version of the Friends Group Action Plan as developed by the WG has been included as Appendix A.

### **Issue 1: Relationship Development with the NMSF and the Creation of a 501 C3**

WG members felt that it in order for the Friends Group to achieve initial success it would be vital to both cultivate a relationship with NMSF and to begin to seek out independent funding opportunities. It was suggested that these initial funds come through SBNMS and not the NMSF as this would slow the process. As a result, it was recommended that these initial funds be obtained through the establishment of a 501 C3.

### **Issue 2: Friends Group Structure and Mission**

It was felt by the WG that the structure and mission of the Friends Group should be broad in scope. With a structure broad in scope, the WG would be able to ensure that the Friends Group could accommodate the needs of the 11 other WGs. However despite this need for structural broadness, the WG felt that the definition of the Friends Group's role and purpose should be carefully crafted to ensure that the Group is not projected to the public as a radical-type environmental group.

### **Issue 3: Part-time Staff Support Funding for Start-up**

The WG was curious to know if the NMSF would be willing to provide funds to support a part-time staff member to focus on the start-up of the Friends Group. Craig McDonald of SBMNS indicated that funds would have to come from either SBNMS itself or from headquarters as the NMSF does not generally provide funds from its fundraising activities for this. He did note however, that an exception might be made depending on how the WG crafts its proposal to the NMSF.

### **Issue 4: NMSF Level of Involvement**

The WG feels strongly that the Friends Group should be locally based, locally driven, and locally funded. Start-up however, will require the support, both structurally and monetarily, from an outside fiscal agency such as the NMSF to get the process started. The WG also felt that once the financial and structural foundation of the Friends Group was established that the NMSF should be phased out of the process.

### **Issue 5: SBNMS Role in Friends Group**

The WG felt that SBNMS should act as a type of "Steering Committee" to shepherd the Friends Group development process. SBNMS should also be involved in the selection of the initial Friends Group Board Members and assist the Group in the establishment of its overall mission and goals.

### **Issue 6: Local Buy-In**

It was acknowledged by the WG that it might be difficult to find local interested parties and/or individuals to get involved in the Friends Group. The Sanctuary itself is a very unique and remote place, and as a result, people could have hard time getting their arms around the cause.

The WG was curious to know if SBNMS knew of any interested parties that would be willing to assist in the effort. Craig McDonald indicated that there were no specific individuals known, but that there were several local businesses with expressed interest.

### **Steps and Strategies:**

Based on discussions the WG developed the following steps and strategies:

1. Establish a local group of interested and influential people who would be willing to shepherd the SBNMS cause locally and serve as the founders of the Friends Group. Key people to target would include fundraisers in the community and those who have strong financial connections.
2. Begin the 501 C3 process and begin exploring funding through grant opportunities.
3. Approach NMSF with a proposal to assist SBNMS in the development process of the Friends Group.

### **Volunteer Action Plan**

The following is a brief summary of the issues and comments discussed during the development of the Volunteer Action Plan. A draft of this Action Plan will be developed and presented to WG members prior to the next meet for review.

#### **Issue 1: Common Problems Associated with Volunteer Groups**

The WG highlighted several problems/issues that are inherent in most volunteer groups:

- High volunteer turnover
- Significant training involved to make volunteer effort worth while
- Poorly managed volunteer programs can create ill-will towards the host organization

Due to these issues, it was agreed that the WG should focus on developing a plan for a bounded Volunteer Program of selected and trained volunteers and that SBNMS should not attempt to develop mass-volunteer project efforts.

#### **Steps and Strategies:**

Based on WG discussion it was agreed that in order to develop a functional Volunteer Group, the Sanctuary would require one full-time professional staff person to serve as the Volunteer Coordinator for SBNMS. It was agreed that this Volunteer Coordinator would report directly to the SBNMS Superintendent and would be responsible for the following:

- Volunteer recruitment
- Coordinate all volunteer project efforts and volunteer members as well as tasks such as managing a volunteer website and taking care of all volunteer administrative needs
- Develop volunteer programs and projects that reflect and support the mission and goals of SBNMS
- Volunteer training
- Coordinate with the SBNMS Friends Group to develop resources and identify funding opportunities (i.e., explore grant opportunities).

### **FINAL COMMENTS**

Meeting adjourned 3:30pm



**U.S. DEPARTMENT OF COMMERCE**  
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National Marine Sanctuary System  
Stellwagen Bank National Marine Sanctuary  
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**Administrative Capacity, Infrastructure Development  
and Maintenance (ADMIN) Working Group**

**AGENDA**

5 May 2004

9:00 A.M. to 4:30 P.M.

Perot Systems Scituate, MA

- 9:00 – 9:30 Welcome, Approval of Minutes, Adoption of Agenda, Old Business
- 9:30 – 10:30 Action Items Report
- Rationales for the partnership of SBNMS with a private non-profit organization and the establishment of a professional volunteer group to be responsible for the development of strategies to produce revenues for SBNMS programs and activities. (Clapp and Bullard)
  - Develop a strategy for the development of a SBNMS Volunteer Program. Florida Keys National Marine Sanctuary Volunteer Action Plan (Dowds and Morast)
- 10:30 – 12:00 ADMIN WG: Friends Group Action Plan  
Group Discussion
- 12:00 *Lunch*
- 12:30 – 1:30 Friends Group Action Plan: Discussion Continued
- 1:30 – 3:00 Florida Cays Volunteer Action Plan Model: Discussion
- 3:00 – 3:30 ADMIN Action Plan  
3:30 – 4:00 Action Plan Objectives: SBNMS's 11 WGs.
- 4:00 - 4:30 Next Steps, Summary, Adjourn

## **APPENDIX A: Friends Group Action Plan**

### **ADMIN Friends Strategy**

The ADMIN Working Group proposes that SBNMS establish a local Friends Group (non-profit 501C3) that works with the NMSF to supplement financial needs, other opportunities such as outreach and education, and volunteer organization that is compatible with the SBMNS mission.

This Friends Group is expected to be self-sufficient within 3 to 5 years.

#### Rationale:

The SBNMS needs to plan and manage for a secure future by cultivating local and personal relationships to build financial support and interest in Sanctuary programs.

- Local presence and familiarity with Sanctuary needs
- Administrative flexibility
- Local advocacy
- Building relationships and partnerships with other groups and stakeholders that value this resource
- Enhance visibility and public awareness
- Development of a unique identity for the Sanctuary
- Create a broad range of local funding resources

#### Activities:

##### 1. Interim Board

#### *Purpose:*

Creates the draft organization development plan for the Friends Group. The Interim Board is expected to complete its work within 1 year.

The Interim Board will be responsible for:

- Liaison with SBMNS Superintendent
- Seek guidance and advice from the National Marine Sanctuary Foundation (NMSF)
- Write proposal to the NMSF or the NMSP for interim support in the establishment of the Friends Group (i.e., assist with initial funding)
- Develop job description for Friends Group Coordinator
- Find legal entity to support the 501C3 development
- Identifying potential board members for the Friends Group
- Ongoing communication with regional groups and other organizations with common interests in the Sanctuary

#### Friends Group Timeline:

Phase 1: ADMIN WG (6 months)

Phase 2: Interim Board and development plan (6 months)

Phase 3: Transition to fully functioning Friends Group at the end of the 6 month period